



ORGANIZATIONAL CULTURE, LEADERSHIP COMPETENCY AND PERFORMANCE OF PUBLIC EMPLOYMENT SERVICE OFFICE (PESO) IN CALABARZON

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ABSTRACT

Organizational culture and leadership competency are rarely discussed topics in public organizations. However, by shifting the focus to these two, public organizations are given a leeway to arrive at a holistic view of their entity. CALABARZON PESOs, a public organization, had been encountering the same challenge of addressing unemployment and underemployment. Their performance, on a monthly basis, is fluctuating. This study then sought to improve and stabilize that by determining the relationship between organizational culture and leadership competencies, and the organizational performance of CALABARZON PESOs. This descriptive-correlational study limited to institutionalized city PESOs utilized a survey questionnaire and focus-group discussion among 15 PESO managers and 100 PESO staff. Using independent t-test and multiple regression analysis, the researcher arrived at the following significant findings: that CALABARZON PESOs have a very strong organizational culture; that CALABARZON PESO managers have above average to excellent leadership competencies, and; that CALABARZON PESOs extraordinarily exceed the performance standards and expectations. Furthermore, PESO managers and staff have a uniform perception of their organizational culture and the leadership competency of their PESO managers. Also, there is a significant relationship, at 0.05 level of significance, between organizational culture, especially the employee-participation dimension, and organizational performance in terms of efficiency (p-value: 0.001). There is also a significant relationship, at 0.05 level of significance, between leadership competency and organizational performance in terms of effectiveness (p-value: 0.000), efficiency (p-value: 0.000) and timeliness (p-value: 0.002). Considering the said results, this study's researcher wrote a supplemental manual for a value-added PESO.

Keywords: organizational culture, leadership competency, organizational performance, Public Employment Service Office (PESO), Philippines